

the DIVERSITY DIALOGUE

WORKING AND WINNING TOGETHER FOR A BETTER COMMUNITY

SPRING 2004

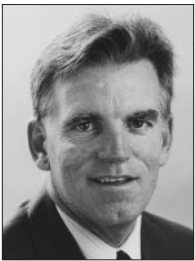
"We're All On The Same Team"

A NEWSLETTER FROM THE PHOENIX HUMAN RELATIONS COMMISSION AND THE CITY OF PHOENIX EQUAL OPPORTUNITY DEPARTMENT

DIVERSITY TASK FORCE UPDATE

Employees Celebrate Their Diversity!

By Bob Wingenroth, city auditor



Feb. 5 marked the second annual Diversity Celebration for the city of Phoenix employee family. Several thousand people attended the event in the Phoenix City Hall atrium and the Orpheum plaza. Phoenix employees truly live by the words: the strands of diversity make us strong!

Coordinating an event of this scale is no small task. Co-chairs Kelvin Bartee, Fire Department, and Sylvia Whitman, City Manager's Office, had their work cut out for them. Some people felt that it would be hard to equal the success of last year's event. But this year's event was just as successful and then some! Kelvin Bartee put it best when he said, "We are the greatest resource that our city has. The effort and ingenuity of our people shine during this celebration like no other time or event that I've been a part of during my tenure as a city employee. Employees participate and feel free to be themselves. What an impact a 'smidge' of guidance and a lot of empowerment can make. The 'energy' feeds off itself; you can feel it from the time people start to setup."

The celebration really gave people a chance to "experience" diversity. As you walked the booths, enjoyed the entertainment and tasted the food, you learned and felt that each of us is unique and special. Those employees that experienced a ride in the boom truck, brought by the Parks and Recreation

Department, saw the celebration from a different perspective – 55 feet in the air! From that height, people commented less about our differences and more about seeing one team of people working together and enjoying each other.

Budget and Research Department's Stephanie Lopez said, "A huge round of applause for the Diversity Celebration's department liaisons and hats off to the employees who staffed the booths and those that were entertainers.

Although the Event Committee put it together on paper, the employees made it come to life!"



Dare to be diverse,
the strands of diversity

make us strong!
share to be one!

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FROM RORY GILBERT *HRC Chair . . .*



The Human Relations Commission represents the diverse members of our community. Commissioners are Latino, African-American, Asian, Native-American, Caucasian, Middle Eastern, male, female, heterosexual, gay, lesbian, youth, seniors, Jews, Catholics, Protestants, Muslims, atheists and agnostics. We are Republicans, Democrats and Independents! In other words, our commissioners are our community.

As commissioners, we bring our personal stories and experiences to the table, and listen and learn from each other. In February, we focused on Hispanic/Latino issues; in April we heard from the African-American community.

What are the issues that challenge us in our community right now? Immigration, hostility toward people of Middle Eastern descent, anti-Semitism, racial profiling and civil rights for the lesbian, gay, bisexual and transgender community. There are major challenges to affirmative action, and yet, as a nation we

certainly have not arrived at equal access in education, housing or employment across race, ethnicity or gender, even though it is the law!

Over the past six months, local hate groups have been leafleting neighborhoods, speaking against people of color and non-Christians, and wanting to “take back” America for white people. While they have a right to speak, I hope that this type of rhetoric gives us pause to consider the value that each of us bring to the community, and to be mindful to demonstrate it in our work and our homes.

As commissioners, we have very different perspectives on many of these issues. The value of coming together is to listen, learn and become allies with each other – to appreciate someone else’s cause and stand with them even if the problem does not affect us directly.

Consider joining us at one of our HRC meetings – especially those out in the community. We learn so much that we can use to inform our elected and appointed officials to make Phoenix a community where everyone has a place.

DEVELOPMENTS & OPPORTUNITIES *in the Equal Opportunity Department*

by Carole Coles Henry, director



EOD has been working hard to implement performance-based management measures to better serve city

departments and our diverse community. I would like to highlight some of the efforts we have been making over the past few months to strengthen our business processes in the areas of fair housing, employment, affirmative action, internal reporting and recordkeeping.

The city of Phoenix and EOD were recognized at the August 2003 Western Regional Fair Housing Conference for our performance-based management standards. Currently, EOD has no aged housing cases (cases more than 100 days old). We are one of two jurisdictions in the region that have worked hard to meet the national goal of zero-aged cases. Last year HUD announced that it now will hold its grantees accountable for reducing the number of aged cases. EOD achieved this goal in a responsive and timely fashion. Our fair housing outreach

program also was recognized at the conference by EOD staff member Dave Deneau’s participation in the workshop, “Innovative FHAP Partnership Initiatives.”

In another initiative, EOD, Law and Personnel departments created a one-day training program to provide personnel officers and EO liaisons with guidance on best practices in investigating and resolving internal employment discrimination investigations. The training provides a “one-voice, one-process” approach in handling investigations. Last June, more than 45 personnel officers and liaisons participated in the training. They will train managers and supervisors in their respective departments. Two additional trainings were planned in 2003-04.

EOD also worked with the Finance Department to implement an automated time tracking and reporting system for the Compliance and Enforcement Division. The Cross Application Time Sheet (CATS) System provides supervisors and managers with the ability to assess “real

time” workload and proficiency of staff in multiple program areas. This analysis is critical in maintaining program services during a time of reduced resources. Based on the positive results of the pilot system, CATS was implemented department-wide in July 2003.

EOD worked with city business and employment liaisons to enhance the 2002-03 Affirmative Action (AA) Plan Evaluation Guide as a means of addressing the city’s hiring and budgetary constraints. The process identified challenges specific to each department and clarified how to document efforts to achieve the goals impacted by staff reductions and resources. EOD facilitated two training sessions for 58 liaisons on documenting efforts in the employment and business areas of their plans.

These performance measures reflect our enduring commitment to strengthening our internal and external partnerships and working to remain one of the leading human rights agencies in the community.

HRC 40TH ANNIVERSARY & ONE PHOENIX, ONE PEOPLE! *Multicultural Festival*

by I. Godwin Otu, EO specialist

The Phoenix City Hall atrium and plaza came alive on Dec. 5 when the Phoenix Human Relations Commission (HRC) celebrated its 40th anniversary. The commemorative program was combined with the *One Phoenix, One People!* Multicultural Festival organized by the HRC's We're All On The Same Team committee. It is estimated that more than 500 people attended the morning program and afternoon festival. Two Native-American flute players provided beautiful soft music prior to the start of the program in the atrium.

The commemorative program included remarks by then-Vice Mayor Greg Stanton, HRC Chair Rory Gilbert, first appointed HRC Executive Director Henry Cabirac, former Councilman Calvin C. Goode and HRC 40th Year Commemorative Committee Chair Tony Motola. A commemorative edition of the Diversity Dialogue newsletter was distributed during the event. Michael Kelly, assistant to former Mayor Skip Rimsza, read the mayoral proclamation. Former HRC Chairs Rabbi Robert Kravitz and Morris Johnson also attended. More than 17 human and civil rights, cultural organizations and local artists staffed exhibits, which demonstrated the growth and development of the city's human relations efforts.

Several cultural performing groups and individuals took the stage in the plaza during the festival. They included HRC Commissioner R. J. Shannon; Joe Abodeely, Arab-American cultural organization; a Hawaiian dance troupe, and Laotian and Caribbean dancers; step dancers; and Ms. Shamasundar, who delighted the audience with her solo Indian classical dance performance.



Rory Gilbert, chair, PHRC; Henry Cabirac, first appointed HRC executive director; and Tony Motola, chair, HRC 40th Year Commemorative Committee



I - r: Carole Coles Henry, EOD director; Calvin C. Goode; Henry Cabirac; Michael Kelly; City Councilman Greg Stanton; Rory Gilbert; Ron Williams, EOD; Gloria Rianza, EOD; Carolyn Gall, deputy EOD director; I Godwin Otu, EOD.

NEW EOD DEPUTY DIRECTOR



Olga M. Aros has been selected deputy director of the Equal Opportunity Department. She will oversee the department's Community and Business Relations Division, responsible for certification of minority, woman, small and disadvantaged business enterprises; federal contract compliance; external affirmative action; staffing the Human Relations and Women's commissions; and coordinating issues addressing human and civil rights, and issues facing women. She also will assist in the coordination of the citywide Minority, Woman, Small and Disadvantaged Business Enterprise Participation Program.

Aros has more than 12 years of human resources experience and most recently served as a consultant and director of Diversity Development for the McDonald's Corporation. Previously, she served as regional marketing director for *USA Today* and as personnel administrator for the Gannett Corporation. She has non-profit work experience and has received numerous awards for her community involvement.

MLK AWARDS 2004 – DR. KING'S LEGACY LIVES ON

In Those Who "Stand Up for Justice"

On Jan. 16 at the Phoenix Civic Plaza, seven Phoenix residents were honored for their commitment to creating a compassionate and socially just community at the 17th annual Dr. Martin Luther King Jr. Awards Program and Breakfast, "Stand Up For Justice." The Arizona Dr. Martin Luther King Jr. Celebration Committee and the Phoenix Human Relations Commission recognized recipients of the Calvin C. Goode Lifetime Achievement award and the Dr. Martin Luther King Jr. Living the Dream award during the breakfast.

The Calvin C. Goode Lifetime Achievement award recognizes an exceptional individual who has made Phoenix a better place to live through a lifelong dedication to promoting social and economic justice, defending civil rights and enhancing the dignity of all people. The award is named for former City Councilman Calvin C. Goode, who worked to ensure these rights for all residents during his 22-year tenure with the Phoenix City Council. Goode has touched the lives of thousands of people,

and the Dr. Martin Luther King Jr. state holiday was created during his service to the city.



Shirley Johnson, principal at Augustus Shaw Elementary School, was presented with the Calvin C. Goode 2004 Lifetime Achievement Award. Johnson has worked as a teacher, school counselor, assistant principal and principal in inner-city Phoenix school districts for 34 years.

Guided by a deeply held belief in equality for all people, her lifetime exemplifies a powerful commitment to improving the quality of life in Phoenix, especially for young people. Her mantra, "all children can learn," explains her success as a lifelong educator of children living in poverty. She has created unique programs that help students with academic and real world experience.

The Dr. Martin Luther King Jr. Living the Dream Awards program recognizes individuals who embody the ideas of Dr. King through their personal commitment to human relations and justice. The 2004 recipients are:

George Dean, who has served as president and CEO of the Greater Phoenix Urban League since 1992, and has raised more than \$3 million annually from major corporations, local municipalities and state agencies to benefit minorities.

Former State Sen. **Susan Gerard**, who is Gov. Janet Napolitano's advisor on health care, has worked to advance health care and disability issues since taking office as a state representative in 1989.

Faye Gray, a leader in the Hermosa Park Community Association, had a great admiration for the civil rights work of Dr. Martin Luther King Jr. and César Chávez, which inspired her to create a "Peace and Unity" luncheon at T. G. Barr Elementary School. The luncheon has been held annually since 2000. Her motto, "To reach one, touch one," guides Gray's passion for improving her community.

Luz Sarmina-Gutierrez, president and CEO of Valle del Sol, Inc., champions for a socially just community. Under her leadership at Valle del Sol, a non-profit behavioral health and social services agency, Sarmina-Gutierrez has seen it grow from a small agency focusing primarily on methadone maintenance services to a large agency providing a full range of social services.

Gail Q. Knight, a leader in South Phoenix's Community Excellence Project, began working to improve the lives of others as a young child. At the age of 12, Knight and her family worked on the March on Washington with Dr. Martin Luther King Jr. She met King at her church shortly after the event and decided that she wanted to work to help disadvantaged individuals and communities.

Detective Earl Nelson has worked with the Phoenix Police Department since 1973 as a patrol officer, school resource officer and community relations officer. As a school resource officer at South Mountain High School in the 1970s, Nelson was known for the trust he gained from the student body, which allowed him to successfully serve the community.

The Phoenix Human Relations Commission partners with the city of Phoenix Equal Opportunity Department to coordinate the awards program. For more information, call 602-261-8242/voice or 602-534-1557/TTY.



George Dean



Luz Sarmina-Gutierrez



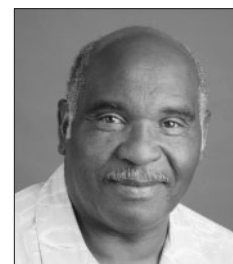
Susan Gerard



Gail Q. Knight



Faye Gray



**Detective
Earl Nelson**

MAYOR'S COMMISSION ON DISABILITY ISSUES ABILITY COUNTS *Luncheon & Awards*

by Lynn Houston, chair, Mayor's Commission On Disability Issues

On Oct. 17, more than 500 people attended the annual Ability Counts Awards Luncheon at the Phoenix Civic Plaza. The 2003 event marked the 12th year that the commission has partnered with EOD to host the awards program. Two community individuals, three organizations and nine students were recognized for their contributions to removing barriers and furthering the cause of persons with disabilities.

One individual so honored was Jeremy West, a sixth-grader at Kyrene Altadena Middle School. Jeremy was featured in an article in the Ahwatukee Foothills newspaper on Nov. 26. According to staff writer Georgann Yara, Jeremy has Tourette's Syndrome, Attention Deficit Hyperactivity Disorder (ADHD) and Obsessive Compulsive Disorder. Despite this, Jeremy has accomplished much for an 11 year old. He says he gets his strength from family and his spiritual belief in God. He was surprised and glad that he received the award, adding,

"It proves disabled kids can do stuff."

From Jeremy's father came the following: "On behalf of myself, I'd like to thank you from the bottom of our hearts for what you did for my son. For a child who struggles so mightily just to try to keep up, to win an award is an AWESOME thing! I watched my son walk proudly, clutching his award tightly for hours. What sheer joy to see him so mightily encouraged. The event itself was absolutely wonderful, and Jeremy is so excited to have some money set aside for college. God bless you all."

Congratulations to Jeremy and everyone who was honored at the event!

Former Mayor Skip Rimsza and Police Sergeant Jen Doty received special recognition for their support of programs and activities targeting the local disabled community. A total of \$8,250 was awarded to the nine students. This brings the total of scholarships provided by the commission to more than \$60,000 since the inception of the program. The silent



Carole Coles Henry, director, Equal Opportunity Department; Lynn Houston, chair, Mayor's Commission on Disability Issues; Jeremy West, awardee; former Mayor Skip Rimsza.

auction held during the luncheon program raised approximately \$2,000 to benefit programs supported and sponsored by the MCDI.

M/W/SBE CERTIFICATION PROGRAM *Benefits of the Minority, Woman-owned, Small and Disadvantaged Business Enterprise Certification Program*

by Jackie Johnson, management asst. II



Are you a small business owner seeking to expand your contracting opportunities with the city of Phoenix? Would you like to market your business free of charge to government entities, corporations and the public? Are you interested in learning how to conduct

business with various government entities or learning how to prepare documents for bids? If you answered yes to any of these questions, the city of Phoenix has a wonderful program for you!

The city's Equal Opportunity Department administers four certification processes for business owners. Certification can assist small business owners gain contracting opportunities with the city for local and federally funded projects.

The various certifications are Minority Business Enterprise (MBE), Woman-owned Business Enterprise (WBE), Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) certification. Each certification type requires business owners to be experts in their field, control the daily operations of the business and to be U.S. citizens or legal residents. Other

requirements vary depending on the type of certification for which you are applying.

MBE, WBE and SBE programs are specific to city of Phoenix procurement, contracting and subcontracting opportunities only. The DBE program is applicable to all U.S. Department of Transportation-funded projects with the city of Phoenix, AZ Department of Transportation and city of Tucson.

Becoming a certified business enterprise increases a firm's potential for economic growth. There are many benefits for goods and general services providers as well as construction subcontractors once their business is certified with the city. The benefits to firms include the Bid Incentive and Subcontracting Goals Programs.

The city's Finance Department offers bid incentives on goods and general services contracts for MBE and WBE firms of 5 percent on contracts up to \$250,000 and 2.5 percent on contracts from \$250,000 to \$500,000. The Finance Department also offers an SBE Reserve Contract Program for exclusive competition among SBE firms on contracts valued at \$25,000 and below.

(continued on page 7)

by I. Godwin Otu, EO specialist

The city of Phoenix observed March 31 as a holiday to honor Cesar Chavez, a man that Robert F. Kennedy once described as “one of the heroic figures of our time.” Born in 1927 on a small farm near Yuma, Arizona, Chavez was introduced to the life of migrant farming at an early age. When he was about 10 years old, his family lost their farm and all their belongings. In the period following the Stock Market crash, the country had not yet recovered from the Great Depression. There were very few jobs and many people were homeless. To make matters worse, the Southwest was experiencing severe droughts.

One day, a man from the local Community Service Organization wanted to recruit Chavez into an organization that helped educate migrant workers of their rights. At first, Chavez was suspicious of the man because he was “Anglo” or non-Mexican white. But the man convinced him of his good intentions, and Chavez became a part-time organizer for the group.

During the day, he picked apricots on a farm. In the evening, he organized farm workers to register to vote. He was so successful that he registered more than 2,000 workers in just two months. But he was so busy helping the farm workers that



he neglected his own work. As a result, he lost his job in the fields.

He joined the U. S. Navy in 1944. At the end of his tour of duty, he returned to California to work in the fields and later married Helen Fabela, who also shared his social concerns. Together, they taught the Mexican farm workers to read and write so they could take the test to become American citizens. Their objective was that, as citizens, their fellow farm workers would be less afraid to join Chavez in his efforts to improve working conditions.

At the age of 35, he left his own well-paid job to devote all his time to organizing the farm workers into a union. His wife had to become a fruit picker in

the fields to feed their children. Chavez traveled from camp to camp organizing the workers. In each camp, he recruited a few followers. By this time, he also had involved many other members of his family in the movement. At the end of six months, 300 members of the National Farm Workers Union (NFWU), as the group was first called, met in Fresno, Calif. At that first meeting, they approved their flag, a red background with a black eagle in a white circle in the center. “La Causa” (The Cause) was born!

In 1965, the NFWU joined forces with the AFL-CIO to lead one of the most famous strikes in the country’s history, supporting the grape pickers in California. The strike lasted five years, during which time the two unions merged with NFWU becoming the United Farm Workers of America.

Cesar Chavez died in 1993 and was laid to rest with more than 40,000 mourners attending his funeral. Chavez continued to be honored following his death. In 1994, he became the second Mexican-American to receive the Presidential Medal of Freedom, the highest civilian honor in the United States.

Sources: *The Bakersfield Californian*,
Hispanic Biographies

DIVERSITY BROWN BAG SERIES

Upcoming Luncheon Presentations - Please join us!

May 21 – Cultures of Asia

China is known as a state of etiquette and ceremonies. ‘Civility costs nothing’ or ‘courtesy demands reciprocity’ are just two of the many proverbs that have been passed down from generation to generation. In Pakistan, Urdu, the national language, is understood by most of the people throughout the country. Although most schools teach Urdu as the first language, each province has its own language, unique traditions and culture. Presentations by Lin Ling Lee, Wen Chyi Chiu, Arif Kazmi, Saleem Jafer, Zarina Jafer and Sardar Babar will provide insight on these cultures.

June 25 – Windows on Africa

Africa, second largest of the world’s seven continents, is a land of magnificent treasures and cultures - from the breathtaking stone architecture of 1,000-year-old ruins in South Africa to an advanced 16th century international university in Timbuktu. Africa is a land of great diversity. There one can find lush, green forests and wander vast, grassy plains, as well as barren deserts, tall mountains and some of the largest rivers on Earth. Diverse people with a wide range of cultural backgrounds and different languages also inhabit this continent.

Erika Amoako-Agyei will explore the cultures of Africa through her art collection from across Africa and share her Ghanaian cultural heritage.



Human Services Department

by Lori Steward, management asst. II

The Human Services Department provides a comprehensive array of services to help Phoenix residents achieve their highest levels of self-sufficiency. Services and programs reach a diverse population of Phoenix residents from preschool children participating in Head Start programs to older adults attending senior center activities. The department's services extend a helping hand to residents in times of crisis or need.

Valuing, respecting and celebrating the diversity of clients and staff is important to Human Services. The department has implemented many programs to support employee development for staff at all levels of the organization. Since 1998, the department has offered a Director's Office Internship program that helps expose diverse field staff to administrative job opportunities. Each internship lasts from three to six months. The intern works in the Director's Office and is exposed to a variety of duties. Since its inception, 13 HSD staff have participated. The program fosters employee growth, improves morale and increases understanding of departmental programs and the city organization.

The Department's Workforce Development Strategic Team hosts brown

bag luncheons on career development open to all HSD staff. A panel of speakers discusses their career paths and how they came to their current positions. A cross-section of different city career paths and levels are included. The team also has taken the career panel to department staff meetings to involve as many staff as possible. The Workforce Development Strategic Team has surveyed department staff regarding career ladder development and continues evaluating potential opportunities for cross-divisional internships, job shadowing opportunities and job rotations.

The department has rejuvenated and expanded the Human Services University training program. University class offerings are posted in a catalog on the department's Intranet and are sent to all site coordinators for posting on staff bulletin boards. Last year, 10 new university courses were developed including "Disabilities and Human Services." Staff work hard to value and celebrate diversity in the programs offered to Phoenix residents. The Senior Services Division implemented a "valuing diversity" training segment in trainings for both worksite supervisors and senior companion volunteers. A 40-hour

pre-service orientation training has been implemented for all new senior companion enrollees and a training manual was prepared that emphasizes working with diverse populations.

Senior Services holds client events at the 17 senior centers that educate and celebrate ethnic and cultural diversity. Each year Martin Luther King Jr.'s birthday, Juneteenth, Chinese New Year, Mexican Independence Day, Native American Appreciation Days, Kwanzaa, St. Patrick's Day, Cesar Chavez birthday and others are celebrated.

The Head Start program completes a diversity evaluation as part of its citywide program assessment. Last year the division hosted a "Jewels of the World Diversity Conference," attended by 461 teachers, caseworkers and other program staff at no cost to the individual programs. The overall goal of the conference was to train staff on the anti-bias curriculum used by the Head Start program. Workshop topics included responding to children's view of differences, demystifying mental health and disabilities, diversity in the workplace and multicultural music. The department values and respects diversity in all activities and is proud of its strong track record in this area.

M/W/SBE CERTIFICATION PROGRAM

(continued from page 5)

Many locally and federally funded construction projects have established MBE and WBE, SBE or DBE participation goals. These goals will ensure that all qualifying small business owners have an opportunity to participate on contracts. The city of Phoenix will begin construction on more than \$2 billion worth of projects this year. The projects include:

Central Phoenix/East Valley Light Rail Transit Project (\$1.2 billion), Civic Plaza Expansion and Symphony Hall Renovation (\$458 million), Lake Pleasant Water Treatment Plant (\$250 million), Consolidated Rental Car Facility (\$150 million), Translational Genomics Research Institute (\$46 million),

Police Crime Laboratory (\$40.5 million), North Transfer Station (\$38.9 million), Hope VI Housing Project (\$35 million) and the Terminal 4, S-2 Concourse (\$30 million).

Currently, there are more than 850 certified M/W/S/DBE firms with the Equal Opportunity Department. Many of these firms are participating on local, federal or private projects.

City of Phoenix-certified firms are listed free of charge on the Internet in a Business Directory accessed by various corporations, general contractors, city staff and private citizens soliciting services by business owners.

Do not miss this exceptional business opportunity.

Apply for certification today! Visit phoenix.gov/EOD or call the Equal Opportunity Department at 602-262-6790/voice or 602-534-1557/TTY for more information.

"A good listener tries to understand thoroughly what the other person is saying. In the end he may disagree sharply, but before he disagrees, he wants to know exactly what it is he is disagreeing with."

- Kenneth A. Wells, Guide to Good Leadership

WE'RE ALL ON THE SAME TEAM • WORKING & WINNING TOGETHER

CALENDAR *of events*

MAY

11/Tuesday

Minority/Woman/Small Business Enterprise
Certification Workshop
9:30 - 11:30 a.m.
South Mountain Community Center
212 E. Alta Vista Road

21/Friday

HRC WAOTST "Faces of Diversity"
Brown Bag Presentation
Noon - 1 p.m.
City Council Chambers
200 W. Jefferson St.

JUNE

15/Tuesday

Minority/Woman/Small Business Enterprise
Certification Workshop
6 - 8 p.m.
Burton Barr Central Library
1221 N. Central Ave.

25/Friday

HRC WAOTST "Faces of Diversity"
Brown Bag Presentation
Noon - 1 p.m.
City Council Chambers
200 W. Jefferson St.

26/Saturday

Minority/Woman/Small Business Enterprise
Certification Workshop
11 a.m - 1 p.m.
Deer Valley Community Center
2001 W. Walhalla Lane

THE TEAM MISSION

To provide leadership,
information and support
to the public in an effort
to promote cultural,
ethnic and racial harmony
and understanding.

THE TEAM ROSTER

The Diversity Dialogue, a publication serving the interests of the "We're All On The Same Team" Program, is published quarterly by members of the Phoenix Human Relations Commission, the "We're All On The Same Team" Executive Committee and the Equal Opportunity Department. It is distributed to residents, businesses and schools in hopes that our city continues to celebrate cultural diversity.

*Alternate format is available
upon request. Call*

**602-495-2485/voice or
602-534-1557/TTY.**

Web site

phoenix.gov/DIVERSITY/ddwin02.pdf



City of Phoenix

WE'RE ALL ON THE SAME TEAM

Phoenix Human Relations Commission
c/o City of Phoenix
Equal Opportunity Department
251 W. Washington St., 7th Floor
Phoenix, AZ 85003